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# **FINAL REPORT**

## **ALBANIA PILOT COURT ADMINISTRATION REFORM PROJECT (APCARP)**

(Cooperative Agreement No. 182-A-00-03-00101-00)

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**LIST OF ABBREVIATIONS**

|        |  |
|--------|--|
| APCARP | Albanian Pilot Court Administration Reform Project                   |
| CAAWG  | Court Administration Advisory Working Group                          |
| CEELI  | Central and East European Law Initiative                             |
| CMIS   | Case Management Information System                                   |
| DJO    | Directorate of Judicial Organization                                 |
| EC     | European Commission  |
| EWMI   | East-West Management Institute                                       |
| HCJ    | High Council of Justice  |
| JBO    | Judicial Budget Office   |
| MOJ    | Ministry of Justice  |
| MOU    | Memoranda of Understanding   |
| OPDAT  | Department of Justice's Office of Overseas Prosecutorial Development |
| SOM    | School of Magistrates  |
| TOT    | Training of Trainers   |
| USAID  | United States Agency for International Development                   |

## I. EXECUTIVE SUMMARY

The East-West Management Institute, Inc. (EWMI) submits the following Final Report for the Albanian Pilot Court Administration Reform Project (APCARP), implemented under a Cooperative Agreement with USAID between April 1, 2003 and May 31, 2005.<sup>1</sup> Under APCARP, EWMI provided equipment and technical assistance to four pilot courts, the Ministry of Justice (MOJ), the Judicial Budget Office (JBO), and other counterparts in order to improve the efficiency and transparency of the justice system in Albania. APCARP, implemented in close coordination with USAID/Albania, succeeded in meeting its goals and deliverables, thereby contributing to USAID's Strategic Objective 2.2 "Legal Systems that Better Support Democratic Processes and Market Reforms."

APCARP sought to introduce new methods for managing the delivery of justice in Albania primarily through its work with four district level pilot courts, located in Tirana, Shkoder, Vlore and Kavaje, as well as with relevant national level counterparts. The Project's primary interventions included:

- Improving the physical infrastructure of the pilot courts to increase access, transparency, and efficiency;
- Developing diagnostic tools to assist the pilot courts in understanding and improving their administrative processes, including through the use of an electronic case management system;
- Improving various substantive administrative operations to increase efficiency and transparency, including by developing an improved method for transcribing court sessions;
- Training and empowering courthouse staff; and
- Assisting with strategic and budgetary planning.

USAID's assistance through APCARP resulted in dramatic improvements in the physical condition and environment of the pilot courts, their operational efficiency, and the skills and professionalism of their staff. Moreover, the diagnostic tools developed by the Project provided those courts with the necessary means to gauge and continually improve their performance. As summarized below, positive impact was also realized through APCARP's work with its national-level counterparts, leading to sustainable changes in the way courts are managed and justice is rendered in Albania.

**Physical Changes:** The physical improvements made by APCARP in the pilot courts were among the Project's most visible achievements. Renovations to court facilities undertaken by the Project served to facilitate staff efficiency, public convenience, court security and the accommodation of automation technologies into the courts. The physical improvements were an integral part of APCARP's overall planning, and they were important in creating adequate conditions for much of APCARP's other technical assistance.

The most extensive renovation occurred in the Vlore District Court. This involved major structural changes, wiring upgrades to accommodate new technological improvements, the addition of heating, air conditioning and back-up water supply equipment and substantial rearranging of existing public spaces. During this process the court's overextended archive

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<sup>1</sup> The initial agreement was for two years, and was followed by a three month no-cost extension. APCARP built on previous EWMI efforts to promote legal reform in Albania, which have been funded by USAID since 1999. This report, however, only covers EWMI's work done under APCARP.

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room was moved from the first floor to the ground floor where the documents were reorganized into a newly constructed space on new shelving units. The vacated space was then opened up by combining it with other previously underutilized space. The number of courtrooms in the facility was nearly doubled.

Construction of an entirely new building to house the Kavaje pilot court occurred during the Project's tenure. Though APCARP was not directly involved in the structural aspects of construction, the Project was entirely responsible for wiring the facility for computer networking and telecommunications equipment. APCARP provided the network, computers, telephone system and other equipment. The Project also undertook renovations of public spaces in Shkoder. New intake and archive facilities were constructed on the building's ground floor, which improved efficiency and public convenience. As with the other pilot courts, APCARP provided a full range of networking and telephone equipment and automation technology to the court. In Tirana, the Project provided a security post near the building's main entrance to assist in regulating the flow of people through the facility.

**Diagnostic Tools and Automation:** APCARP worked with the pilot courts to develop a series of diagnostic tools through which the courts' performance could be gauged and their needs better understood. The most important of these was a mechanism to analyze case-flow and pending caseload statistics. Case-flow statistics track the timing of various critical stages in the life of a case from filing to final disposition. Pending caseload statistics provide a snapshot of all cases pending in a court at any given point in time and the length of time each has been active. The information can be broken down by judge, providing a clear gauge of judicial efficiency. Taken together, case-flow and pending caseload reports provide concrete performance data previously unavailable in Albania. This is an essential prerequisite to the reduction of unnecessary delay and the improvement of efficiency.

Diagnostic data of this type can be collected manually or through an automated system. When APCARP was launched in 2003, the Tirana District Court already had in place an automated Case Management Information System (CMIS) that had been developed by a local vendor. APCARP worked with the courts, the local vendor, and another donor to improve the system so that it could produce the requisite statistical data, including periodic case-flow and pending caseload reports. The other pilot courts had no meaningful automation technology prior to APCARP's involvement. Accordingly, APCARP first helped to improve manual data collection, but by the end of the Project APCARP and the local vendor had provided the CMIS to the remaining pilot courts, all of which can now produce accurate performance data at will using the system.

**Improvements to Administrative Operations:** APCARP worked steadily to improve administrative operations in the pilot courts. Court intake offices were relocated to ground floor locations fronted by large glass service windows. This placed court employees within constant public view. File maintenance and archiving functions were placed nearby to improve speed and efficiency. A "Customer Service Bill of Rights and Responsibilities" was developed and posted in each court's intake office to delineate the improved level of customer service citizens can now expect.

Efficiency was also improved through automation technologies. APCARP provided large amounts of computers, hardware, networking equipment, LANs, wiring and telephone systems to the pilot courts. This equipment now provides the full range of functionality necessary to any modern office environment. In addition, the Project provided specialized software applications, including the CMIS mentioned above. It not only provides diagnostic

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data, but it also automates and expedites case processing and management by, among other things, reducing duplication of effort, automatically generating documentation, calendaring events and producing notices.

APCARP also substantially improved the speed and accuracy with which court secretaries record the minutes of hearings. The Project contracted for the development of a customized “Quicktype” software application that allows session secretaries to pull up document templates containing macros for commonly used words/phrases with a few keystrokes. The application was successfully piloted in Tirana and later installed in all other pilot courts.

**Training/Staff Empowerment:** APCARP sought to develop long-term capacity and sustainability through its substantive training programs, which included a series of training of trainer sessions. Training programs were generally sponsored in partnership with indigenous counterparts such as the School of Magistrates, or were organized by APCARP through the Chancellors’ Roundtable, a group comprised of all of Albania’s chancellors (court administrators). Topics included court management, case delay reduction techniques and customer service programming. Programming was designed to support and reinforce the administrative improvements undertaken in the pilot courts. Automation training in each pilot court was also extensive. Programs included computer basics and typing skills as well as specialized training in the CMIS and Quicktype, all of which were repeated as necessary to ensure proficiency. Finally, APCARP leveraged its training assistance through collaboration with World Learning, which supported four third-country training programs covering court administration, court security, court transparency, and court files/records management.

**Strategic/Budgetary Planning Assistance:** APCARP established a Court Administration Advisory Working Group (CAAWG) comprised of judicial leaders and policymakers that met periodically to discuss various systemic issues and to participate in the development of Project initiatives. The Project also worked with the JBO to analyze its budgeting/accounting needs and later to assist it in procuring a budget/fiscal accounting software package. Representatives of the JBO also participated in many of APCARP’s initiatives and training programs.

**Public Opinion Survey:** APCARP also prepared a major public opinion survey report on the Tirana District Court. The 96 page report was published in 2004. It describes the results of a four-part survey of judges, court employees, lawyers, and members of the public on various aspects of judicial administration. The survey provided a valuable tool through which the court, national-level judicial authorities, the public and others could gauge the progress of administrative reforms in the court.

The following full report describes APCARP’s evolution, its progress over time and its success in meeting the objectives and deliverables agreed to with USAID, breaking down APCARP’s performance as measured against its work plans. This format is intended not only to provide a detailed account of the work that was done, but also to demonstrate the timeframe during which various deliverables were completed. Accordingly, this section of the report is followed by linear graphs that set forth each objective, the timeframe projected for its completion, and the timeframe in which it was actually completed.

## II. DETAILED RESULTS

### A. PROJECT RESULTS AND ACHIEVEMENTS (YEAR ONE):

## 1. PILOT COURT PROGRAM INITIATIVES

**a) Pilot Court Action Plan and Memoranda of Understanding:** The initial goal was to enter into memoranda of understanding (MOU) among the MOJ, the High Council of Justice (HCJ), and each Pilot Court which would spell out conditions of assistance, formalize the obligations and responsibilities of APCARP and the Albanian counterparts, and guide pilot court initiatives during the life of the Project. In addition, each Pilot Court was to agree to an Action Plan that would describe what a pilot court is, how the project would work, and why.

**Results:** During year one, APCARP entered into MOUs with the first two pilot courts, in Tirana and Shkoder. The MOUs were reviewed and approved by USAID, the MOJ, and the Supreme Court Chief Justice. APCARP also prepared the Pilot Court Action Plan in cooperation with representatives of the courts, authorities at the MOJ, the Supreme Court, and the HCJ. The Project distributed the document for feedback to members of the national-level technical committee, the Court Administration Advisory Working Group, and contacts at other implementers/donors working in the legal sector including the American Bar Association's Central and East European Law Initiative (CEELI), the World Bank, the Open Society Fund for Albania (Soros), and the European Commission (EC) Delegation.

**b) National-Level Technical Committee:** The Project was to meet with and establish a regular communication channel with the judicial system/legal sector "Technical Committee" established in conjunction with Danida program activities in April of 2001 or a similar entity that would provide national-level input and feedback.

**Results:** APCARP prepared draft Terms of Cooperation between the Project and the Technical Committee in the spring of 2003. Dialog continued with the Committee through September, when Danida sponsored what turned out to be a concluding conference to present the results of the committee's work over the preceding two-year period. Thereafter, Danida ceased funding the committee and it effectively disbanded. Though APCARP continued to seek input from committee members concerning project initiatives, the more "working level" CAAWG provided greater input and feedback for APCARP during the following year.

**c) Court Administration Advisory Working Group (CAAWG):** The Project was tasked with organizing this informal advisory body, which was to meet more frequently and have a more "hands-on" role in shaping APCARP initiatives than the Technical Committee.

**Results:** APCARP hosted the first meeting of the CAAWG in September 2003. Among those invited to participate were the Director of the MOJ's Directorate of Judicial Organization (who chaired the meeting), the Director of the Magistrate School, the Tirana District Court's chief judge and its chancellor, a representative from the World Bank, the Director of the Judicial Budget Office, two members of the local bar, a representative of the Open Society Fund for Albania's Justice Sector Project, and representatives of the EC Delegation. APCARP organized and sponsored three additional meetings during the project's first year. Discussion topics included: improving the court hearing record and the need for reasonable time limit standards for deciding court cases; establishing customer service standards in the courts and discussion of a draft customer service manual; identifying the leading causes of case delay in the district courts and a brainstorming session on sensible and achievable delay reduction strategies.

**d) Court Assessment/Identification of Initial Pilot Courts:** In consultation with USAID, Project was to study the district courts and conduct site visits in order to select one or two initial pilot courts.



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**Results:** APCARP began the pilot court assessment process by providing the chief judges of the potential pilot courts with an outline of the work plan. APCARP's court assessment team, consisting of specialists in the areas of court administration, Albanian law, and information technology, then conducted on-site assessments to all Albanian District Courts with ten or more judges (excluding the Durres District Court, which was the World Bank's primary pilot court). Eight courts were assessed using the selection criteria set forth in APCARP's work plan.

The results of the assessments were tabulated by the team and a report explaining the rankings of each court was prepared. In consultation with USAID, APCARP then selected the Tirana and Shkoder District Courts as the initial pilot courts. The Project coordinated the selection with the Minister of Justice and the Supreme Court Chief Justice, providing them with an opportunity to review and comment on draft MOUs for each pilot court before public announcement.

APCARP launched the first two pilot courts, in Tirana and Shkoder, on schedule.

**e) Project Reporting and Monitoring:** EWMI was to assist USAID in its annual PMP requirements by conducting OCAT surveys at the MOJ's Directorate of Judicial Organization (DJO) and the JBO.

**Results:** APCARP finalized the 2003 OCAT survey instrument for the JBO in September. The Project invited a group of sixteen persons working both inside and outside the JBO to attend a focus group meeting in APCARP's office, where the survey was discussed and administered. Following the meeting APCARP prepared and provided to USAID a written summary of OCAT data that included participant comments and feedback. Following the same procedure, APCARP then prepared and administered an OCAT for the MOJ's Directorate of Judicial Organization in October.

**f) APCARP Monthly Progress Reports:** To keep APCARP's Albanian counterparts appropriately informed of Project progress, APCARP was to prepare a standard template for reporting on a monthly basis.

**Results:** APCARP prepared project status reports and sent them to all project counterparts, members of the Technical Committee, and the CAAWG on a monthly basis beginning in September 2003 and continuing for the rest of the year.

## 2. CASE MANAGEMENT AND DELAY REDUCTION

**a) Assessment of the stages of case flow:** The Project was to map out the various "way points" or identifiable steps that are or should be passed or taken in the life of the major types of criminal and civil cases, from intake through disposition. These points/steps might include the moment of intake (filing), assignment to a judge, arraignment or pre-detention hearing (for criminal cases), initial hearing, identification of witnesses and experts needed, gathering of evidence, final arguments, and rendering and notification to the parties of the court's decision, among others. APCARP was then to work with the pilot courts and the MOJ to develop a structure to better understand and document case flow.

**Results:** APCARP interviewed judges and chancellors to ascertain the basic and most important stages of civil and criminal cases. Responses were accumulated, reviewed, and set forth in a written explanation of the case flow process and flowchart. These stages were used

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as the basis (data fields) for collecting the data required for the pilot court case flow management baseline statistical study described below.

**b) Baseline statistical study of case flow:** The Project was to undertake an analysis of a statistically meaningful number of recently decided cases, both criminal and civil, in the initial pilot court and, as feasible, in the subsequent pilot courts. This study was to produce empirical data, summarized in a Statistical Data Summary, that would serve as a baseline guide to much of the Project's further work in the area of case management and delay reduction. The Project would also develop and test a spreadsheet program to aggregate data from the input sheets, and then enter all data from the input sheets into the spreadsheet program. Using the spreadsheet program, the Project would be able to determine elapsed times between the key stages in the life of the various types of cases, and determine the total time from filing to final disposition.

**Results:** APCARP developed and delivered FY 2002 baseline studies for the first two pilot courts. The Project developed the Tirana study from the court's automated CMIS both to glean relevant baseline statistical information and also to determine the effectiveness of the CMIS. Working in conjunction with the court and the private software company that developed the CMIS (ARK IT), APCARP developed database "filters" and report formats to draw upon the CMIS database. The report formats and data selection criteria were based on the case flow stage assessment done in the second quarter of 2003.

APCARP developed a method of manually collecting case data at the Shkoder District Court because the court did not have an automated CMIS. Using a data collection template developed by the Project, a team of local attorneys hired by APCARP entered case flow data from a randomly selected group of approximately 300 cases closed in 2002 (mixed civil and criminal cases). The data collection team worked in the court archive to ensure file security. The data collection sheets were validated for quality assurance purposes and then the data was entered into a Microsoft Access database specially developed for the study. The Project developed a report program to extract information from the database in a useful format, thus ensuring the successful and easily accessible compilation of the study results.

**c) Pending Caseload Report:** A pending caseload report lists all cases that are open at a given moment, providing a "snapshot" of the court's open caseload, from cases that have just been filed to those that have been languishing for years. The Project was to develop an effective pending caseload report for the pilot courts and demonstrate how to use it to analyze workload, identify desirable judicial system performance, assign cases more efficiently, and plan resource allocation and budgeting needs.

**Results:** APCARP produced pending caseload studies for the first two pilot courts in year one. In Tirana, the Project used the CMIS to develop a template to produce the report. In Shkoder, the Project developed a process to collect and analyze the necessary data manually. The pending caseload studies were used as a basis for establishing reasonable time standards for the disposition of cases. Discussions were held at the Chancellors' Roundtable and at three case flow management/delay reduction workshops held in November 2003. The studies were also presented to the HCJ.

**d) Time Standards for Disposition of Cases:** Based on its work in the area of case management and delay reduction, APCARP was to recommend reasonable time standards for the disposition of the various types of civil and criminal cases heard by the pilot courts.

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**Results:** Pilot court judges developed recommended case processing time standards. The recommended standards were vetted by APCARP's technical advisory body with final input and approval from the MOJ and HCJ. Information from the Tirana and Shkoder District Courts' baseline statistical studies was used in the case flow management/delay reduction workshops mentioned above as a basis for refining the recommended time standards.

**e) Case Management/Customer Service Surveys:** The Project was to develop survey instruments and conduct baseline surveys of judges, attorneys, and the public concerning case management and customer service issues.

**Results:** APCARP contracted an Albanian company to conduct a case management and customer service survey focusing on the Tirana District Court. The Project also hired a local consultant with sociological research expertise on a short term basis to monitor the vendor's activity. Draft survey questionnaires were field tested, modified as needed, and finalized in December 2003. The survey sought information from four populations: members of the public who were parties to Tirana court cases in 2002 or 2003, attorneys who practice law in Tirana, and judges and court employees in Tirana District Court. The survey instruments were in progress at year's end and are discussed further in the section on 2004 results below.

**f) Lists of Delay Factors and Solutions:** The Project was to develop in each pilot court a list of the leading causes of case delay and bottlenecks and suggest ideas to reduce case delay.

**Results:** APCARP assembled a list of the most common causes of case delay in the first instance courts based upon numerous meetings and interviews with judges at various district courts during the pilot court assessment, on-site research at the two initial pilot courts, findings obtained during the data collection process for the baseline statistical study of case flow, and discussions with representatives of the MOJ Directorate of Judicial Organization and the HCJ. The list was distributed to all Tirana and Shkoder District Court judges attending APCARP's case flow management/delay reduction workshops. It was also provided to the CAAWG, all pilot court judges and chancellors, the HCJ, the MOJ and other interested parties.

**g) Delay Reduction Plans:** Working with the Pilot Court management teams the Project was to assist in the development of a delay reduction plan specifically aimed at combating the delay issues confronting that particular pilot court.

**Results:** Case management and delay reduction workshops were delivered to the judges of the Tirana and Shkoder District Courts in 2003. APCARP used the Baseline Statistical Study of Case flow and Pending Caseload Report and the list of delay factors as the basis for discussion and delay reduction planning. A number of key problem areas surfaced. The first was improving the means for recording hearings because the process of hand writing the hearing record and the difficulty of deciphering it later were identified as a leading cause of delay. An action plan to address this problem was then developed and implemented in Tirana District Court. Other ideas for delay reduction were regularly discussed in the pilot courts and with the CAAWG.

### 3. GENERAL ADMINISTRATION

**a) Improvements to the Court Record:** The Project was to study ways of improving the accuracy and efficiency of the hand-written method of taking down court proceedings.

**Results:** APCARP prepared a report describing various options for improving the hearing record system. The Project then established a working group in partnership with the Tirana District Court to design and implement a new system. This included the acquisition of necessary equipment, installing it in appropriate court rooms, developing keyboard macros, and developing an appropriate training program to teach potential users how to use it. A comprehensive project plan including timelines and specific assignments was developed, which included the development of a comprehensive list of phrases, word combinations, and templates most frequently used in court hearings. A rigorous keyboard training program was undertaken to teach ten finger typing skills and increase the typing speed of the 60 court secretaries and administrative personnel in the court. Specifications for the hardware (PC based word-processing system and backup voice recording system) and the software were developed.

**b) Customer Service Improvements:** The Project was to recommend improvements in customer service delivery to its counterparts and, if feasible, assist with the development of a customer service “template” or short manual to be tested in the pilot courts and eventually implemented in all district courts by the MOJ.

**Results:** APCARP developed a draft “Customer Service Manual” for the courts using a customer-oriented approach and ideas of user-friendly justice. The draft was vetted with leading judges, attorneys, chancellors, the CAAWG, the MOJ and the HCJ. APCARP then developed an action plan to test the manual in the pilot courts through workshops designed to create performance indicators, training of trainers, training for court employees, implementation, and monitoring.

**c) Public Access and Facilities:** The Project was to study the feasibility of installing one or more customer service windows or counters in each pilot court, with the goal of creating an efficient and transparent public interface with the court. The Project would also advocate for a staffing arrangement that would allow customer service counters to be staffed at all times during working hours of the court. In addition, the Project would study court interior signage needs and options, and then fund the acquisition and posting of proper, uniform signage in the pilot courts. Where feasible, functions would be grouped together to facilitate “one stop shopping.”

**Results:** APCARP improved customer service in the Shkoder District Court through consolidating administrative functions and creating new public service windows and a waiting area on the ground floor near the public entrance. The Project completed renovations on schedule in the fall of 2003. Upon entering the building, citizens now face an open and transparent environment where better trained court employees with better access to files and documents provide service. The new layout has the dual benefit of creating easier public access and reducing unnecessary traffic inside the courthouse, resulting in a more secure environment. New signage installed by APCARP has also improved public convenience. New email and telephone systems allow quicker and more efficient consultations between judges.

**d) Court Security:** Working in cooperation with the Tirana office of the Department of Justice’s Office of Overseas Prosecutorial Development (OPDAT), the Project was to study court security issues and develop a proposal to USAID on how to address current and coming security concerns in the court system.

**Results:** APCARP produced a draft court security proposal, which was provided to OPDAT in early 2004. In Shkoder, security monitoring equipment was moved from the ground floor to a safer location in the newly rehabilitated server room on the second floor. The new administrative layout and telephone system in Shkoder also reduced public traffic in the courthouse, making security easier to manage. Finally, APCARP worked with World Learning to develop a court security study tour, discussed below.

**e) Budgeting Improvements:** The Project was to improve institutional and administrative capacity at the pilot courts to develop more realistic annual budget requests and procurement planning.

**Results:** APCARP contracted with a local accounting/auditing firm to assess the court system's existing budget preparation and financial accounting systems and to provide recommendations and guidelines for how the JBO could cost effectively standardize its procedures. This was necessary due to inconsistent and contradictory methods of financial accounting and expenditure tracking in different courts, and the effort to introduce proprietary budget and accounting software in the Tirana District Court with little or no coordination with the JBO. The assessment led to a number of prospective software solutions, which ultimately led to the development of specialized budgeting software for the JBO during the Project's second year.

**f) Technical and Regulatory Assistance to MOJ's Directorate of Judicial Organization:** The Project was to work with the Directorate of Judicial Organization (DJO) to build national-level court administration capacity and to review and improve the current Regulation on the Organization and Functioning of the Judicial Administration.

**Results:** APCARP assessed the regulatory environment and reported to the DJO on the need for increased planning and infrastructure support for the court system, particularly regarding information technology systems. A lack of political will within the MOJ resulted in a lack of concrete change.

#### 4. RECORD KEEPING

**a) File Maintenance and Movement:** Working with the court management teams of the pilot courts and the CAAWG, the Project would assess the filing system currently used in the courts, with the goals of improving files, modernizing file storage methods, and speeding file retrieval.

**Results:** APCARP assessed the general case filing and storage systems of each of the eight potential pilot courts. Following selection of the initial pilot courts, the Project completed a review of the applicable law and practice regarding file movement within the courts. The Project then provided technical assistance to the pilot courts, suggesting better ways of storing, maintaining, and accessing open court files. Files were centralized in newly renovated administrative areas, which reduced traffic to non-public areas and created a more secure environment.

**b) Archive Improvements:** The Project was to study current methods of archiving, storing, and retrieving completed court files and recommend improved methods.

**Results:** APCARP worked with the pilot courts to protect archive documents from climate and age degradation, insect damage, and fire danger.

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**c) Public Access to Court Files:** The Project would assess how the public gets information from court files, including the availability of copies, fees charged by the court, and the underlying statutory requirements, and recommend improvements.

**Results:** APCARP installed public service counters and a waiting area in the Shkoder pilot court. Court personnel were trained to provide clear explanations of available services and all charges. All files from the preceding 12-18 month period (the ones most often sought by the public) were made readily available in the room served by the public service window. Both the Tirana and Shkoder courts extended service window office hours. In Tirana, the Project worked with ARK IT, the developer of the CMIS, to improve the system's public access capabilities. The court's website was improved to provide more comprehensive case information to the public.

### 5. AUTOMATION

**a) Assessment of Court Technology:** As a component of the overall pilot court assessment, the Project would assess the existing technological environment in each potential pilot court.

**Results:** APCARP prepared a technological assessment of each of the eight potential pilot courts. These assessments provided the basis for developing specifications for the computer and other systems necessary to bring the pilot courts up modern standards. APCARP also conducted a complete electrical power system assessment for each potential pilot court.

**b) Automation of Court Hearing Record:** The Project would assess the court transcript recording process and explore options for improvement using automation solutions.

**Results:** See section II.A.3.a.

**c) Local Area Network and Server Upgrades:** Based on the technology assessment described above, the Project would determine whether LANs existed in the pilot courts and, if so, whether they had the capacity to support current and future IT needs. If not, the LANs would be upgraded or new ones installed in each of the pilot courts.

**Results:** APCARP assessed the existing LAN and computer hardware system previously installed in Tirana and found it to be sufficient. In Shkoder, 21 computers were found to require upgrades. The court had no LAN, no server, and no telephone switchboard or system. APCARP then contracted for the installation of new data and telephone wiring, a server and LAN, a dependable PBX switchboard, and new telephones for each judge and secretary.

**d) Telephone Assessment:** The Project would study existing telephone systems in order to develop options to improve the level and quality of telephone service in the pilot courts.

**Results:** APCARP installed telephone systems necessary to bring the pilot courts up to an appropriate operating standard.

**e) Court E-mail System:** The Project was to continue to fund and maintain the email network system previously installed in all District Courts and Courts of Appeal throughout Albania.

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**Results:** APCARP maintained the court email system using a local Internet service provider in Tirana. The Project notified all chief judges of district and appeal courts that the system had been reactivated and included a set of instructions reminding them how to use it.

**f) Budget Planning for Sustainability:** The Project would facilitate a strategic planning/budget process for the purpose of developing a sustainable framework to address the court system's continuing IT and equipment maintenance needs.

**Results:** APCARP consistently advocated the development of internal IT capacity within the DJO, but progress was blocked by an apparent lack of political will. The Project therefore focused its efforts on working with the pilot courts to request budget money to service and maintain their existing computer equipment. APCARP also provided technical advice to the JBO as described above.

**g) Overall Coordination for Automation Initiatives:** Working in conjunction with the World Bank, the Project was to coordinate and plan all IT system purchases and upgrades to place basic automated, networked systems into the pilot courts.

**Results:** APCARP established and maintained a regular dialogue with the World Bank Project Implementation Unit at the MOJ. Project coordination was also realized through the CAAWG, of which the World Bank was a member.

## 6. EDUCATION AND TRAINING

**a) Magistrate School Coordination:** The Project was to cooperate with the School of Magistrates (SOM) to plan and deliver training modules appropriate to further the implementation of pilot court initiatives.

**Results:** APCARP participated in the 2003 annual curriculum and course calendar meeting of the Friends of the SOM. The Project agreed to work with the World Bank and the Council of Europe (COE) to design and deliver court administration training at the school. Thereafter, APCARP met on three occasions with the COE resident expert at the school to design curriculum and faculty requirements for court administration training. Finally, the Project funded the first ever continuing judicial education course in court administration during the 2003-2004 term. The course was delivered at the school in the spring semester of 2004, and is addressed in the year-two work plan results below.

**b) Court Management Series:** The Project would continue the Court Management Series training modules as recommended by EWMI's court administration training expert during its previous project, and initially implemented in the "Court Management Team" seminars delivered jointly to chief judges and chancellors during November, 2002.

**Results:** See section II.A.6.c.

**c) Chancellor Professional Development:** Six months after the selection of the first pilot court and approximately twice per year thereafter, the Project was to convene regular professional meetings for court chancellors nationwide, in a roundtable forum. Training was to be the primary focus of these meetings, but the process of administrative reform in the pilot courts would inform the gatherings and provide practical "lessons learned" to chancellors from non-pilot courts.

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**Results:** APCARP sponsored the first Chancellor Roundtable Forum in November 2003. Chancellors from courts across Albania attended and participated, along with the Director and other key personnel from the DJO. Participants learned about court management improvements and developments in the pilot courts. The chancellors from both Tirana and Shkoder made presentations. Participants learned the fundamentals of modern case management from APCARP's retired chief judge consultant. The program included small-group exercises to solicit input and feedback from the chancellors for the draft Customer Service Manual. DJO personnel also presented changes in rules and regulations on statistics gathering in the courts.

**d) Case Management and Delay Reduction Workshops:** The Project was to supplement its extensive case management and delay reduction efforts in the pilot courts with a training component consisting of workshops in which key judges and court managers would be exposed to the concepts behind the activities being implemented in their courts.

**Results:** APCARP delivered case management and delay reduction workshops in November 2003, first in Tirana and then in Shkoder. A total of 64 district court judges attended the workshops, which centered on three inter-related segments: 1) presentation and discussion of APCARP's baseline statistical study and pending case study for both courts; 2) overview of the principles of case management and delay reduction; and 3) group exercises exploring the reasons for case delay in the Albanian courts, suggesting potential solutions, and developing time standards. A case management and delay reduction component was also presented to the district court chancellors at their November roundtable, described above.

**e) Computer Skills Training:** Throughout the life of the Project, APCARP would provide computer training for court staff.

**Results:** APCARP provided all secretaries and other administrative personnel in Tirana District Court with a five-day ten-finger fast typing course. In total, 61 administrative employees from the court attended the course. Most participants responded well, doubling, tripling, or quadrupling their typing speed. The Project also installed typing practice software on the work stations of all training participants. In Shkoder, APCARP provided three technology training sessions for secretaries and judges to help them utilize the new computer network and telephone system in their court. The first session, held in November, was attended by 20 administrative personnel (some judges also sat in for periods of the training) and focused on the differences they faced in the new networked environment. APCARP later provided more detailed training sessions for secretaries and judges in how to negotiate and explore the capabilities of the new system.

**f) Customer Service Training:** Training of Trainers (TOT) workshops were to be conducted during year one in order to further cement the Project's push for improved customer service in the pilot courts.

**Results:** Faculty identification and the course development process were begun in year one and training was conducted in year two as discussed further below.

**g) Public Outreach:** EWMI was to continue to work closely with USAID to ensure a sensible approach to media coverage, public service announcements, and public visibility of APCARP initiatives.

**Results:** See year two results below.



**h) Third-Country Learning:** The Project would cooperate with World Learning to design and implement a third-country study tour for pilot court administrators and key national-level court administration leaders.

**Results:** APCARP and World Learning implemented a court administration study tour to Ireland. The Project developed a course outline with objectives and selected the participants and alternates as requested by World Learning. APCARP found the implementer in Ireland and provided feedback on the proposed curriculum. The Project participated in the pre-departure briefing and the follow-up post-trip briefing, and then assisted participants in meeting their study tour objectives.

## **B. PROJECT RESULTS AND ACHIEVEMENTS (YEAR TWO):**

### **1. PILOT COURT PROGRAM INITIATIVES**

**a) Memoranda of Understanding:** See above.

**Results:** The Vlore and Kavaje District Courts were selected as the third and fourth pilot courts. MOUs were entered into between each court and APCARP, which were approved by the Minister of Justice and the Supreme Court Chief Justice. Launch programs were held in April and June in Vlore and Kavaje respectively.

**b) Court Administration Advisory Working Group:** This body would continue to meet as it did during the first year of the project, helping shape APCARP's initiatives.

**Results:** APCARP organized a meeting of the CAAWG in May 2004. Despite significant advance planning, attendance was low. Participants discussed the final version of APCARP's comments on the MOJ's "Internal Regulation on the Judicial Administration." Another meeting was sponsored in July, where customer service training programs, customer service standards, status reports on ongoing pilot court renovations, and chancellor roundtable activities were discussed.

Attendance at CAAWG meetings decreased over time as APCARP progressed and various activities became well known to participants. Accordingly, the need for an advisory group diminished. The group expressed interest in structured training programs as opposed to open ended sessions that often covered familiar ground. Accordingly, after consulting with USAID, APCARP shifted the focus of this activity to training, beginning with a program on record systems and archiving held in November 2004.

This program was attended by 24 participants from the MOJ, the JBO, the HCJ, the Supreme Court, and the pilot courts, including numerous members of the CAAWG. The program was conducted as a prelude to the manual record systems and archiving U.S. based training activity that APCARP was then planning in partnership with World Learning for early in 2005. The program was presented by Norman Meyer, a court administrator from New Mexico.

**c) Project Reporting and Monitoring:** See above.

**Results:** APCARP completed the 2004 OCAT survey process for the JBO and the DJO on schedule in September 2004. APCARP invited two groups of sixteen persons each, working

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both inside and outside the JBO and the DJO to participate in the surveys. After the surveys were completed, APCARP aggregated the OCAT data into Excel spreadsheets, analyzed the results and provided them to USAID in accordance with the Mission's results framework requirements. Both sets of the survey results reflected improvements in the organizational capacities of both institutions.

**d) APCARP Monthly Progress Reports:** See above.

**Results:** APCARP prepared monthly status reports for its counterparts until the summer of 2004. Thereafter, the status of APCARP's activities was disseminated through the numerous forums and training activities sponsored by the Project, which occurred on a continuing and ongoing basis.

## 2. CASE MANAGEMENT AND DELAY REDUCTION

**a) Case flow statistical studies:** The Project was to conduct a second round of case flow analyses using 2003 data in Tirana and Shkoder. Additionally, the Project would conduct baseline studies (again using 2003 data) in Vlore and Kavaje using the systems designed and implemented during year one.

**Results:** APCARP completed the data collection in Tirana and Shkoder District Courts for the year-two follow-up statistical studies examining case flow data from 2003. In Shkoder, local attorneys collected the data from randomly selected case files by hand. In Tirana, APCARP obtained the case flow data using the automated CMIS developed by ARK IT. Because they had not yet been selected as pilot courts, Vlore and Kavaje District Courts were not included in the year one study. In year two, APCARP hired local attorneys to review randomly selected files in those courts to collect baseline data from cases closed in 2003. Data for the three manual courts was entered by APCARP staff into a specially designed Microsoft Access database so that it could be analyzed and manipulated in a way similar to that which the Tirana CMIS allows. APCARP used the results of the study to teach judges improved case management techniques during case management workshops conducted later in the year.

**b) Pending Caseload Report:** The Project would continue to work with the pilot courts and, where possible, the MOJ to demonstrate how case management information contained in a pending caseload report can be used to analyze workload, identify desirable court performance, assign cases more efficiently, and plan resource allocation and budgeting needs.

**Results:** APCARP developed pending caseload reports for a second year in the pilot courts in Tirana and Shkoder as well as baseline reports for Vlore and Kavaje. The methodology used was the same as for the case flow statistical studies. The same benefits were derived by using the CMIS in Tirana as described above to effortlessly produce the report. Data for the other three pilot courts was collected manually. The reports were presented and discussed at the case management and delay reduction workshop discussed above.

**c) Time Standards for Disposition of Cases:** See above.

**Results:** APCARP presented recommendations for time standards prepared by the Shkoder and Tirana District Court judges to the HCJ as a part of its review of existing time standards.

**d) Case Management/Public Service Delivery Surveys:** See above.

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**Results:** A detailed final report setting forth all the findings of the APCARP Case Management and Public Service Delivery Survey in the Tirana District Court was completed and submitted to USAID in May 2004. All survey instruments and response frequencies, as well as a description of survey methodology, were appended to the report. After the final survey report was approved by USAID, it was published and circulated throughout Albania's legal community. The report describes the results of a four-part survey conducted with the full cooperation of the chief judge and former chancellor of the court. Survey responses were obtained from 29 judges, 58 court employees, 102 lawyers, and 687 members of the public. The survey focused on areas of judicial administration such as the level of confidence and trust in judges and court administrative staff, attorneys practicing law in the court, and the court as a public institution; the level of transparency and the nature of interaction among court actors; the quality of services provided by the court such as the notification of parties, the timeliness of assistance, the physical environments where the public waits and where trials are conducted, and the assignment of cases to judges; and perceptions of professionalism and integrity.

APCARP hosted a roundtable in December 2004 to present the results of the survey report. Representatives from the pilot courts, other courts, the MOJ and the HCJ attended the event. Judge D. Brooks Smith of the United States Court of Appeals for the Third Circuit presented a comparative analysis of how the issues presented in the report are addressed by courts in the U.S. Judge Smith also spoke at the annual meeting of the National Judicial Conference in December concerning alternative sentencing.

**e) List of Delay Factors and Solutions:** See above.

**Results:** The list developed in year one was comprehensive.

**f) Delay Reduction Plans:** EWMI was to assist the court management teams in the third and fourth pilot courts to develop and implement Delay Reduction Plans, in conjunction with case management and delay reduction training workshops as described in the Education and Training section below.

**Results:** APCARP identified the following contributors to case delay in Albania: the hearing record process; the summons delivery process by which courts notify parties about court proceedings; the need for better case management information; the need to reduce postponement of scheduled hearings; and the need to clarify when the court has rendered a decision for purposes of triggering the appeal period.

APCARP improved the hearing record process as explained below. The Project provided the CMIS to the pilot courts to improve efficiency and reduce delay. APCARP also conducted workshops on case management and delay reduction for Vlore and Kavaje in November 2004, utilizing the results of the case flow statistical studies and pending caseload reports.

### 3. GENERAL ADMINISTRATION

**a) Improvements to the Court Record:** APCARP was to continue its work to place an experimental system including a PC, fast typing software, and back-up audio recording equipment in three Tirana courtrooms. If successful, the system would be replicated in all remaining Tirana courtrooms.

**Results:** APCARP completed installation of computer equipment and back-up audio recording equipment in three courtrooms at the Tirana District Court. Development was also

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completed of a “Quicktype” software application that allows the session secretaries to pull up document templates and commonly used words/phrases with a few keystrokes. APCARP held a formal introductory program at the court in May 2004 to introduce and demonstrate the hearing record improvement software. An intensive, in-house training program for a core group of secretaries occurred in the spring. The training was accomplished in four phases: 1) a five day Windows Explorer course delivered outside court premises to build skills in saving, naming, and renaming files as well as general file structure building and navigation; 2) specific training at the court in how to better organize files by judge name and party name, in a manner patterned after the legally required archive system to keep it simple and to create a uniform standard for all secretaries and all hearings in the court; 3) a five day introductory course in the use of the Quicktype software, how it works, how to access and use the templates and key shortcuts, and how to format and save hearing record files; and 4) three weeks of hands-on practice in the courtrooms by the core group secretaries using simulated testimony read by their colleagues. After being trained, secretaries began using the system in actual hearings.

Secretary typing speed improved markedly following additional 10-finger typing training. Quicktype was installed on secretarial PCs to allow them additional practice in their offices and also to give them the ability to electronically record civil trials conducted in judges’ offices.

**b) Customer Service Improvements:** The Project was to do further work on developing public service performance standards and indicators, revising the Public Service Delivery Manual, and conduct a training program for employees in the pilot courts, as well as implement a monitoring plan.

**Results:** APCARP conducted a public service delivery TOT course in April 2004 to a group of twelve court system leaders, pilot court administration employees, and leaders from among other APCARP counterparts. The Public Service Delivery Manual initially drafted in 2003 was updated and used as a training tool. APCARP staff and TOT graduates implemented seven full days of public service training to administrative staff in the pilot courts in Shkoder, Tirana, and Vlore in June. A similar course was provided to the court in Kavaje later in the fall. APCARP also worked through the CAAWG to develop a comprehensive Customer Service Bill of Rights and Responsibilities that was framed and posted in the intake sections of all pilot courts.

**c) Public Access and Facilities:** See above.

**Results:** APCARP undertook an extensive renovation project in the Vlore District Court that was completed in the fall of 2004 and which included the centralization of intake and archiving functions on the ground floor of the facility, thereby dramatically improving public convenience and efficiency of court operations. Signs, beginning in the court’s exterior courtyard and extending throughout the facility, now direct the public seamlessly to their destinations. The number of courtrooms in the facility was expanded and their location provides for readier public access. New judicial benches and archive shelving were installed. New heating and air conditioning systems were also installed in the renovated spaces to ensure public comfort. New computers, networking equipment, telephone systems and other technological improvements were installed throughout the facility as discussed further in the automation section below. In sum, the court underwent a radical transformation that improved efficiency and public convenience.

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An entirely new building was constructed in Kavaje to house the city's district court. The design of the new facility was conducted prior to APCARP's involvement with the court, and the building, its furnishings and its interior signs were paid for with state funds. APCARP's financial contribution consisted of the provision of computers and networking and telecommunications equipment, as discussed below in the automation section. Construction was completed in the fourth quarter of 2004 and the court moved into the new facility. Representatives of USAID, the President of Albania and a wide range of other dignitaries attended a ribbon cutting ceremony for the new facility.

### 4. AUTOMATION

**a) Assessment of Court Technology, Power Supply and Telecommunications:** EWMI would assess and improve the existing technological environment and employee capacity to properly use automation in each remaining pilot court.

**Results:** APCARP designed, funded and installed network wiring to serve both the LANs and the telephone systems in the pilot courts in Vlore and Kavaje, provided all necessary telecommunications equipment and provided a total of three dozen computers and servers to both facilities. The Project also worked with the JBO to secure a power stabilizer for the Vlore court.

**b) Automation of Court Hearing Record:** See above. .

**Results:** See section II.B.3.a.

**c) Local Area Network and Server Upgrades:** See above.

**Results:** During year one APCARP provided a LAN, server, PABX, telephone sets, two network printers and licensed software to interconnect the new equipment to the Shkoder pilot court. During year two APCARP partnered with Soros, which provided the court with nine additional PCs that were incorporated into the LAN to meet the court's increased needs. APCARP then configured a new email server on the LAN during the summer. The email server provided a much needed separation of virus-prone email activity from the court case data storage and maintenance activity on the expensive primary server APCARP installed. A local IT specialist was also hired for the maintenance of Shkoder's data and voice network.

In Vlore and Kavaje, APCARP completed a professional design for the LAN and telephone networks. This design was included in a public tender through which a contract was awarded to a local vendor that wired both courts as part of a comprehensive contract that included equipment and training components. The networks were completed in both facilities on schedule and in accordance with the design and the technical specifications.

**d) Court E-mail System:** The Project was to continue to fund and maintain the email network system previously installed in all District Courts and Courts of Appeal throughout Albania.

**Results:** APCARP discontinued this activity after consulting with USAID in the third quarter of 2004. A review of the internet service provider's traffic reports on the system revealed that it had not been used by the courts during the year. The courts had either not used email or had relied on private email accounts. This may have been due to slow and irregular connection speeds in the regions.

**e) Budget Planning for Sustainability:** EWTMI was to continue to work cooperatively with the JBO as opportunities arose to improve pilot court accountability and transparency.

**Results:** APCARP hired a consultant to prepare a thorough technical-financial review of budget software applications available in the Albanian market. The products of five prospective vendors were reviewed. ARK IT, the vendor that produced the CMIS, was selected from among the applicants. The company subsequently developed a software application for the JBO (paid for by the JBO), which has been installed and is currently in use. It was designed to interface with computer systems in the individual courts.

## **5. EDUCATION AND TRAINING**

**a) School of Magistrates Coordination:** EWTMI was to continue its excellent cooperation with the SOM to plan and deliver training modules to further the implementation of pilot court initiatives and develop court administration training capacity.

**Results:** APCARP's court administration expert lead a team of two local experts and one from the COE to deliver the second installment of a new court administration course at the school in April 2004. The next in the series took place in November, taught by Norman Meyer, a court administration expert from the U.S., and two Albanian trainers provided by the World Bank. The course covered basic qualities of well organized and managed courts and court performance standards. As with earlier courses, the target audience included a mixed group of chief judges and chancellors.

APCARP concluded its series of court administration courses in partnership with SOM in January 2005. The final course covered efficiency standards for court administration, the model of well-administered courts, introduction to strategic planning, and instruction for vision and strategic planning. It was taught by two Albanian trainers, Toni Gogu from the HCJ and Violanda Theodhori from the Supreme Court.

APCARP also reviewed and provided significant comments on the school's draft curriculum for 2004-06. The Project also participated in the fourth annual Meeting on the Continuous Training Program at the school in June.

**b) Court Management Series:** See above.

**Results:** See sections II.B.5.a and II.B.5.c.

**c) Chancellor Professional Development:** APCARP was to hold two chancellor roundtables in year two.

**Results:** Thirty-two chancellors from throughout Albania participated in a Chancellor Roundtable Meeting held at the Tirana District Court in June 2004. The event included a tour of the courthouse facility and a training program entitled "Computers as a Management Tool." Chancellors saw a live demonstration of Tirana's CMIS. They also learned about APCARP's Quicktype hearing record software application and received a briefing on the public service training that had recently been completed in three pilot courts. Another Chancellor's Roundtable was held in November. That event was focused on the role and responsibility of the court administrator, modern court manual filing and archiving systems

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and the development of chancellors' professional associations. Both meetings were organized in collaboration with the MOJ.

**d) Case Management and Case Delay Reduction Workshops:** APCARP was to provide a case management and delay reduction workshop to the two new pilot courts.

**Results:** APCARP conducted a Case Management and Delay Reduction Workshop in the new Kavaje District Court facility in November 2004. The workshop utilized the year-two baseline studies of case flow and pending caseload statistics for both courts. The workshop was attended by 40 representatives of both the Vlore and Kavaje pilot courts.

**e) Improved and Increased Access to Albanian Law and Governmental Decisions:** EWMI had previously distributed an update of its Albanian Law CD-ROM that gave all Albanian judges instant electronic access to all Albanian laws passed by Parliament from 1990 through the end of 2002, and which was later updated through the end of 2003. Under APCARP, EWMI was to renew the software license for the court system so that all judges can have access to the improved and updated version.

**Results:** APCARP distributed and/or installed eighty copies of the updated Albanian Law CD-ROM throughout the Albanian judiciary.

**f) Computer Skills Training:** Throughout the life of the Project, APCARP was to continue its program of on-site computer training for court staff.

**Results:** APCARP placed heavy emphasis on computer training for all employees in the pilot courts in Vlore and Kavaje during 2004. As the new equipment referred to in the automation section above was installed, all users received extensive week-long training programs in a variety of applications depending on their positions within the courts. These include PC basics, the use of Microsoft Windows, WinWord, Excel, using a share local area network environment, using the new telephone systems, using internal email and backing up servers. Basic courses were accompanied by reference materials and training manuals. Courses were repeated as necessary to ensure that the material took root. Training began in earnest in September in Vlore following the completion of renovations to the court facility. The training in Kavaje began early in the fourth quarter once the new court building was completed. During September, APCARP also provided a full five days of computer training to 35 judges and staff in the Elbasan District Court.

APCARP continued its program of typing training in Tirana. Secretary typing speed improved markedly in 2004 after APCARP conducted a series of additional training activities. In all, sixty secretaries received training for one week each. APCARP also provided training in Quicktype software application in that court. An intensive, in-house six-week training program for a core group of secretaries was provided.

APCARP provided training in Shkoder to court employees on how to safeguard their PCs and the court's expensive LAN against virus infection, including proper use of the licensed anti-virus software APCARP installed there. The local IT consultant APCARP hired to work in the court addressed these concerns by providing day-to-day training and troubleshooting assistance to the court employees.

**g) Court Public Service Delivery TOT:** A high level TOT workshop would be conducted in Year Two as part of the Project's effort to improve of the quality of public service in the pilot courts.

**Results:** APCARP brought together judicial and legal leaders in April to design a training program for pilot court administrative staff on how to most effectively deliver public service. This four-day TOT program incorporated information on the best training approaches for adults, learning styles, how to plan a program, as well as a variety of training techniques and methodologies. All of the participants demonstrated their new knowledge through actual presentations incorporating public service “good practices.” APCARP also used the TOT program to further develop its Public Service Delivery Manual which outlines principles and best practices of good public service. The TOT participants worked together to design and develop a “Training Module” that they later used to teach public service concepts to court administrative staff in the pilot courts.

In June, APCARP provided training in improved public service skills to administrative employees in three pilot courts. Twenty-one employees were trained in Shkoder, 53 in Tirana, and 16 in Vlore. The training was conducted entirely by senior Albanian court system employees who attended the APCARP TOT. The training was conducted using a detailed, step-by-step training module developed by APCARP to ensure uniformity of training by different instructors. In September, a full-day public service training event was provided to the Kavaje District Court administrative staff. The presenter was one of the original graduates of APCARP’s TOT training.

**h) Public Outreach:** EWMI was to continue to work closely with USAID to ensure a sensible approach to media coverage, public service announcements, and public visibility of APCARP initiatives. Project Staff was to provide informational workshops regarding pilot court activities and successes to local community groups or high school students in the areas of the pilot courts as was done in Year One.

**Results:** A public outreach workshop was conducted in December for students of Sami Frasheri High School in Tirana. The workshop was presented by Ariola Molla, an APCARP staff attorney, who met with approximately 40 second year students and provided them with information on pilot court activities and the Albanian judiciary. Participants were introduced to the concept of pilot courts and court administration as well as different issues related to the Albanian judicial system such as the principle of separation of powers, the functioning of the judiciary and the role of different levels of courts. The students were engaged and interested, and the discussion was highly participatory.

**i) Third-Country Learning:** See above.

**Results:** World Learning and APCARP sponsored a study tour to London in February 2004 focusing on the acquisition of advanced knowledge and practices in the area of court security. Following the trip, the JBO began a security pilot program in the Tirana District Court, where judicial budget funds were used to purchase new security cameras, alarm buttons on or near judges’ desks, a metal detector and screening wands for use at the entrance, and seismic sensors to immediately detect efforts to breach or damage the walls of holding cells. APCARP leveraged that assistance by providing additional equipment to the court to establishment a court security and monitoring booth near the court’s main entrance.

APCARP worked with World Learning to design another study tour to expose court administrators and judges to concrete examples of how to make courts function more transparently. The study tour occurred in June. The eleven participants included the Inspectorate Director at the HCJ, the Chancellor and Public Affairs Officer of Tirana District



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Court, the chief judges of the pilot courts in Vlore and Kavaje, the Chancellor of the Kavaje court, and five other District Court judges. APCARP helped World Learning design the curriculum, assisted in reviewing and improving the bid package from the implementer in England and assisted with selecting an appropriate group of participants.

A final study tour, on Manual Records Systems and Archiving, was organized in collaboration with World Learning early in 2005. The Participants included pilot court representatives and personnel from the MOJ and the JBO. As with other study tours, APCARP helped World Learning design the curriculum, assisted in reviewing and improving the bid package from the implementer, and assisted in selecting an appropriate group of participants. APCARP also conducted a preliminary workshop on the topic to prepare the group for the study tour.

### **C. PROJECT RESULTS AND ACHIEVEMENTS (EXTENSION PERIOD):**

#### **1. PILOT COURT PROGRAM INITIATIVES**

**a) Case Management Information System (CMIS):** APCARP's goals were: a) to install the CMIS and any equipment necessary to make it operable in the pilot courts in Shkoder, Vlore and Kavaje and train relevant staff in its use; and b) to install and network a public information terminal for the CMIS in the intake section of each of the pilot courts.

**Results:** The provision of the CMIS to the remaining pilot courts was completed during the extension period on schedule and within budget. As described above, the CMIS is a client/server based database computer program that was initially installed in the Tirana District Court. During the extension period, APCARP and the product's developer, ARK IT, completed the installation and training of the CMIS in Shkoder, Vlore and Kavaje. The staffs of those courts received extensive and individualized training in its use. ARK IT configured the system to meet the particular needs of each court. Technicians retroactively input case data beginning from January 1, 2005, which now provides the courts with complete data for the year. An interactive customer service kiosk through which the CMIS can be accessed was fabricated and installed in the intake section of each court. Interest in the CMIS was high in the pilot courts, and their judges and staffs were receptive to the product.

APCARP's intent had been to partner with Soros to implement the CMIS in the remaining pilot courts. This relationship proved to be cumbersome due to Soros' internal procedures. APCARP's understanding had been that Soros would fund the installation of the software (the Project had a written Memorandum of Cooperation regarding Shkoder) and that APCARP would fund and oversee the training of all court personnel. Though the MOC was signed in the spring of 2004, issues involving World Bank funded software delayed implementation until November. Despite the favorable resolution of those issues through the efforts of USAID, Soros did not execute a contract with ARK IT. In the end, ARK IT agreed to cost share the project with EWMI, donating labor and resources totaling \$42,218.

**b) Hearing record software:** APCARP was to: a) install the hearing record software in the pilot courts in Shkoder, Vlore and Kavaje (and in additional work stations in Tirana as appropriate) and train relevant staff in its use; and b) install and network computer terminals as necessary and appropriate in one or more courtrooms in each of the pilot courts to enable the use of the hearing record software.

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**Results:** APCARP installed the Quicktype software in the pilot courts in Shkoder, Vlora and Kavaje during the extension period. Trainees in each court received individualized training in the use of the system. The training lasted for two weeks and consisted of half-day sessions that were staggered as necessary to ensure that the courts' work was not disrupted. Employees in all of the pilot courts had already received extensive IT and typing training as part of APCARP's overall program of automation. The training in the use of the Quicktype application built upon that prior training.

**c) Archive assistance:** APCARP was to advise and support APCARP's counterparts, and particularly the MOJ, with regard to appropriate procedures for archiving court records.

**Results:** APCARP worked with World Learning for a number of months to plan a manual records system and archiving US based training activity that took place in January 2005. Prior to the group's departure, APCARP conducted a workshop for our counterparts to prime the topic. The workshop was presented by a U.S. court administrator who met the World Learning group in the U.S. to help target the training. The training activity was well received and useful. Upon their return, participants working in the MOJ met with the Minister, who authorized the preparation of a draft regulation on archiving.

### APPENDIX 1 – APCARP TIMELINE

(See attached)